DOCUMENT RESUME

ED 259 383 CS 209 154

TITLE Business and Organizational Communication: Abstracts of Doctoral Dissertations Published in "Dissertation Abstracts International," January through June 1985 (Vol. 45 Nos. 7 through 12).

INSTITUTION ERIC Clearinghouse on Reading and Communication Skills, Urbana, Ill.

PUB DATE 85

NOTE 19p.; Pages may be marginally legible.

PUB TYPE Reference Materials - Bibliographies (131)

EDRS PRICE MF01/PC01 Plus Postage.

DESCRIPTORS Annotated Bibliographies; Behavior Patterns; *Business Communication; *Communication Research; *Communication Skills; Decision Making; Doctoral Dissertations; *Interpersonal Communication; Leadership Styles; Literacy Education; Needs Assessment; *Organizational Climate; *Organizational Communication; Organizational Effectiveness; Speech Communication; Training Methods

IDENTIFIERS *Communicator Style

ABSTRACT

This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The 36 titles deal with a variety of topics, including the following: (1) control theory, self-focus, and behavior in organizations; (2) relationships between communicator style and supervisory performance across functional categories; (3) chief executive officer communication in the American corporate environment; (4) the informal liaison structure in social networks within organizations; (5) needs assessment practices used in supervisory training programs of selected Forbes 500 organizations; (6) identification and analysis of organizational subgroups and their perspectives on humor in the work environment; (7) the development of an instrument for measuring information gathering processes of managers; (8) quality circle intervention; (9) the effect of faculty participation in the decision making process upon perceptions of organizational climate and job satisfaction; and (10) the development of a handbook for the establishment of on-site literacy programs in business and industry. (HOD)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED259383

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

X This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

Business and Organizational Communication:

Abstracts of Doctoral Dissertations Published in Dissertation Abstracts International, January through June 1985 (Vol. 45 Nos. 7 through 12).

Compiled by the Staff
of the
ERIC Clearinghouse on Reading and Communication Skills

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

UMI

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

CS 209 154

The dissertation titles contained here are published with permission of the University Microfilms International, publishers of Dissertation Abstracts International (copyright © 1985 by University Microfilms International) and may not be reproduced without their prior permission.

This bibliography has been compiled as part of a continuing series designed to make information on relevant dissertations available to users of the ERIC system. Monthly issues of Dissertation Abstracts International are reviewed in order to compile abstracts of dissertations on related topics, which thus become accessible in searches of the ERIC data base. Ordering information for dissertations themselves is included at the end of the bibliography.

Abstracts of the following dissertations are included in this collection:

Blalock, Robert Howard
RELATIONSHIPS BETWEEN COMMUNICATOR STYLE AND SUPERVISORY PERFORMANCE ACROSS FUNCTIONAL CATEGORIES: A FIELD STUDY

Brinkley, Willie Johnson
A COMPARISON OF SUPERVISORY-LEVEL MANAGERS' WRITTEN BUSINESS COMMUNICATION PRACTICES AND PROBLEMS AND COLLEGE WRITTEN BUSINESS COMMUNICATION INSTRUCTION

Carson, Samuel Andrew
SOME MEASURES OF PARTICIPATIVE MANAGEMENT AS RELATED TO ORGANIZATIONAL PERFORMANCE

Dallinger, Judith Marie
THE INFLUENCE OF TASK CHARACTERISTICS UPON TASK-COMMUNICATION NETWORK ROLES

Ellison, David Roy
PREDICTING INVOLUNTARY AND VOLUNTARY TURNOVER OF ORGANIZATIONAL ENTRANTS AND REENTRANTS

Eshghi, Golpira Saidi
VALUES AND ORGANIZATIONAL BEHAVIOR: A COMPARATIVE STUDY OF JAPANESE AND AMERICAN MANAGERS OF THE JAPANESE FIRMS IN THE UNITED STATES

Grubbs, Leah
CHIEF EXECUTIVE OFFICER COMMUNICATION IN THE AMERICAN CORPORATE ENVIRONMENT

Hale, Mary Ellis
ORGANIZATIONAL CONFLICT: A STUDY OF RULE EMERGENCE

Heitsmith, William Richard
ORGANIZATIONAL COMPONENT INTERACTIONS AND THEIR AFFECT UPON ADAPTABILITY

Hollenbeck, John Raymond
CONTROL THEORY, SELF-FOCUS AND BEHAVIOR IN ORGANIZATIONS

Hynds, Frances Jane
THE COMMUNICATION OF SELF THROUGH WORK: AN EXPLORATORY STUDY OF WORK AS A COMMUNICATOR OF HUMAN UNIQUENESS

Johnson, Diane Lynnette
THE INFORMAL LIAISON STRUCTURE IN SOCIAL NETWORKS WITHIN ORGANIZATIONS

Johnson, Lemuel Morris
AN INTRODUCTION OF THE CONSTRUCTS OF PARTICIPATORY LEADERSHIP

Kamsah, Mohd Fadzilah
DYADIC INTERORGANIZATIONAL RELATIONS: A MALAYSIAN CASE STUDY

Kendall, Julie Ellen
COMMUNICATING WITH HUMOR: IDENTIFICATION AND ANALYSIS OF ORGANIZATIONAL SUBGROUPS AND THEIR PERSPECTIVES ON HUMOR IN THE WORK ENVIRONMENT

Klemm, Robert Christopher
ORGANIZATION THEORY AND PERFORMANCE: LAWRENCE AND LORSCH'S CONTINGENCY THEORY AND WILLIAMSON'S TRANSACTION COSTS MODEL AS CORRELATES OF ORGANIZATIONAL PERFORMANCE

Kottemann, Jeffrey Ernst
FORMALISMS FOR BUSINESS INFORMATION SYSTEM DEVELOPMENT

Lee, Thomas William
AN EMPIRICAL TEST AND EXTENSION OF THREE THEORETICAL MODELS OF THE EMPLOYEE TURNOVER PROCESS

Leslie, Susan Katherine
PRACTICES OF INTERNAL WRITTEN COMMUNICATION TRAINING PROGRAMS

Marano, Teresa Anne
NEEDS ASSESSMENT PRACTICES USED IN SUPERVISORY TRAINING PROGRAMS OF SELECTED FORBES 500 ORGANIZATIONS

Porter, Candice Fern
ORGANIZATIONAL CLIMATE AND CREATIVE OUTPUT IN TWO EXCELLENT RESEARCH AND DEVELOPMENT DIVISIONS

Reynolds, Richard Byron
AN INVESTIGATION OF THE EFFECTIVENESS OF QUALITY CIRCLES APPLICATIONS IN THE UNITED STATES

Rizzo, Victor Jasper
AN ANALYSIS OF THE RELATIONSHIP BETWEEN SELECTED ORGANIZATIONAL CHARACTERISTICS AND COMMON HUMAN RESOURCE PLANNING PRACTICES

Ruane, Patricia Collins
MOVING THROUGH AND BEYOND TRANSITION: BARRIERS AND BRIDGES TO A BETTER QUALITY OF ORGANIZATIONAL LIFE

Salaway, Gail
AN ORGANIZATIONAL LEARNING APPROACH TO GENERATING INFORMATION FOR INFORMATION SYSTEMS DEVELOPMENT

Smolen, Bernard William
EFFECT OF FACULTY PARTICIPATION IN THE DECISION MAKING PROCESS UPON PERCEPTIONS OF ORGANIZATIONAL CLIMATE AND JOB SATISFACTION

Stevens, Jackson Charles
AUDITING ORGANIZATIONAL COMMUNICATION: THE DEVELOPMENT OF AN INSTRUMENT FOR MEASURING INFORMATION GATHERING PROCESSES OF MANAGERS

Stewart, Walter Travis, Jr.
NETWORK APPROXIMATION: DEVELOPMENT OF A COMMUNICATION NETWORK DETERMINATION METHOD

Terry, Raymond Theodore, Sr.
INTERORGANIZATIONAL ARRANGEMENT: AN ANALYSIS OF INTERAGENCY COLLABORATION AMONG PUBLIC AND PRIVATE HUMAN SERVICES ORGANIZATIONS IN THE DISTRICT OF COLUMBIA

Tighe, Scott Steven
THE SMALL LANDOWNERS INCENTIVE PROGRAM: A CASE OF ORGANIZATIONAL DECISION MAKING

Tomioka, Akira
A COMPARATIVE STUDY OF JOB INVOLVEMENT AS A PROCESS OF EGO-SURRENDER IN AN AMERICAN AND A JAPANESE ORGANIZATION

Verderber, Kathleen S.
R&D EFFECTIVENESS: AN ANALYSIS OF THE INFLUENCE OF INFORMATION AND UNCERTAINTY ON TECHNICAL AND COMMERCIAL OUTCOMES OF R&D PROJECTS

Waite, Peter Arthur
THE DEVELOPMENT OF A HANDBOOK FOR THE ESTABLISHMENT OF ON-SITE LITERACY PROGRAMS IN BUSINESS AND INDUSTRY

Walker, Kim Bradley
THE COMPARISON OF THREE INSTRUCTIONAL TECHNIQUES FOR TEACHING INTERACTION MANAGEMENT SKILLS AND RHETORICAL SENSITIVITY

Wolff, Paul John
QUALITY CIRCLE INTERVENTION: STRUCTURE, PROCESS, RESULTS

Zahrly, Janice Honea
THE EFFECTS OF TWO ORGANIZATIONAL SOCIALIZATION STRATEGIES ON JOB SATISFACTION, GENERAL SATISFACTION, PARTICIPATION, AND WORK/FAMILY CONFLICT

RELATIONSHIPS BETWEEN COMMUNICATOR STYLE AND SUPERVISORY PERFORMANCE ACROSS FUNCTIONAL CATEGORIES: A FIELD STUDY Order No. DA8421660

BLALOCK, ROBERT HOWARD, PH.D. *The University of Texas at Austin*, 1984. 174pp. Supervising Professor: Ronald E. Bassett

This investigation was a field study designed to identify and describe the perceived communicator style characteristics of managers and supervisors which may be associated with performance and functional distinctives of the manager's role(s). Data were collected on managerial employees of a large, highly-successful high-technology corporation in the southwestern United States.

Norton's (1978) communicator style construct and operational measures were employed to obtain perceptions of communicator style on 98 target managers from: the managers themselves; 422 subordinates; 202 peers; and from 88 superiors.

The results of this investigation indicated that: (1) Outstanding ("A") managers are significantly more precise (PRECISE) than Above Average ("B") managers; and (2) Acceptable ("C") managers are significantly less assertive (less Dominant-Argumentative) than either their Above Average or Outstanding peers. These differences were only evidenced in superior-perceptions. Results indicated no relationship between communicator style and functional distinctives. Demographic variables used as covariates (sex, age, ethnicity, company and job tenure) did not enhance measurement precision nor serve to clarify the communication--performance relationship.

Subordinates' perceptions of their managers' communication evidenced no significant differences across performance categories. Thus, it was proposed that if the superior-subordinate communication relationship is to continue to receive weighty research attention, critical substantiation of its relevance to performance (rather than to measures of morale and/or satisfaction) must be established. Furthermore, if managerial communication is related to performance, other operationalizations of communication should be utilized (rather than the CSM) which more effectively tap the critical aspects of communicator style in organizational settings.

A COMPARISON OF SUPERVISORY-LEVEL MANAGERS' WRITTEN BUSINESS COMMUNICATION PRACTICES AND PROBLEMS AND COLLEGE WRITTEN BUSINESS COMMUNICATION INSTRUCTION Order No. DA8425842

BRINKLEY, WILLIE JOHNSON, PH.D. *Georgia State University - College of Education*, 1984. 226pp.

Purpose. The purposes of this study were to provide information that could lead to a more effective and efficient way to teach basic business communication and to establish guidelines that will help college teachers of basic business communication provide the types of instruction students need to perform effectively the writing tasks at the supervisory management level.

Methods and Procedures. Two kinds of data were used for this study--management data and instructional data.

To obtain the management data, survey instrument was sent to 332 supervisory-level managers employed with the Atlanta-headquartered firms. In total, 182 instruments were returned from the managers, representing 54.8 percent of the 332 survey instruments mailed.

The instructional data were obtained from basic business communication instructors in public and private four-year colleges and universities located in seven southern states. These data identify the types of written communication and writing techniques included in classroom instruction. They also indicate the coverage given to specific types of written communication and to specific business writing techniques. A survey instrument was sent to the 70 instructors who agreed to participate in the study. A total of 54 survey instruments was returned from the instructors, representing 77 percent of the 70 survey instruments mailed.

Results. Based on the frequency of writing done by the supervisory-level managers, the major written medium is the memorandum. Instructors, however, place the greatest emphasis on letter writing.

Conclusions. Instructors include all of the areas that supervisory-level managers should master; however, they should devote more time to memorandums and should change the emphasis given to some areas, particularly to writing bad news in a positive way and to precision, conciseness, and spelling.

SOME MEASURES OF PARTICIPATIVE MANAGEMENT AS RELATED TO ORGANIZATIONAL PERFORMANCE

Order No. DA8426135

CARR, SAMUEL ANDREW, PH.D. *University of Arkansas*, 1983. 277pp. Major Professor: Dr. H. S. Napier

The area of inquiry was whether U.S. industrial companies which practice participative management were more successful than non-participative organizations. In particular, the study explored participative management at all levels in the firm as compared to some measures of performance.

The research was constructed to test the following null hypothesis: There is no significant correlation between organizational performance and the different characteristics of policies towards participative management. Thus, there were two major sets of variables: (1) The independent variables, i.e. participative management. (2) The dependent variables, i.e. organizational performance. The research design called for a test of the hypothesis by way of a survey by questionnaire of 850 randomly selected American industrial firms to measure executive perceptions of their firm's participative policies together with executive perceptions of the current state of industrial relations in the respondent firms. One hundred and one firms responded. Other aspects of the firm's performance were represented by data published by Value Line and Moodys.

The results were analyzed by standard measures of association. Thus, measures of participative management (based on executive's answers to the questionnaire) were compared to the following three aspects of the firm's performance: (1) Financial performance--based on indicators published by Value Line. (2) Behavioral performance--based on the responses by executives to the questionnaire. (3) Indications of structural democracy (e.g. labor intensity) based on data published by Moodys.

There emerged from the analysis a series of positive associations, significant at the .05 level, between the policy towards participation and success on the financial (Value Line based) and behavioral (questionnaire based) variables. There was also a moderate level of association between participation and the structural democracy (Moody based) variables, although this, taken overall, was not significant at the .05 level.

The more favorable the policy towards participative management the greater the level of organizational success as measured by Value Line financial indicators and similarly the greater the degree of participative management, the greater the degree of success in industrial relations as perceived by company executives.

Therefore the null hypothesis that there is no significant correlation between performance and participation was rejected.

THE INFLUENCE OF TASK CHARACTERISTICS UPON TASK-COMMUNICATION NETWORK ROLES Order No. DA8503424

DALLINGER, JUDITH MARIE, PH.D. *The University of Nebraska - Lincoln*, 1984. 142pp. Adviser: John L. Petelle

Task characteristics of job incumbents' jobs were hypothesized to affect the network roles that they enact. Six small and medium sized organizations were used to test hypotheses concerning the effects of variety, autonomy, task identity, feedback, dealing with others, and friendship opportunity upon the network role enactment of isolates, liaisons, and group members. Results of a discriminant analysis procedure supported the notion of the overall influence of task characteristics upon role enactment. Specifically, autonomy and identity were associated with the role of isolate; variety was associated with group members, and feedback and dealing with others were associated with the enactment of the liaison role. Friendship opportunities failed to discriminate between the network roles. Results were discussed and implications for future research and application of results were included.

PREDICTING INVOLUNTARY AND VOLUNTARY TURNOVER OF ORGANIZATIONAL ENTRANTS AND REENTRANTS Order No. DA8419590

ELLISON, DAVID ROY, PH.D. *The Pennsylvania State University*, 1984. 210pp. Adviser: Stanley P. Stephenson, Jr.

The purpose of this study is to confirm and refine past research findings regarding predictors of involuntary and voluntary personnel turnover and to explore a new dimension of turnover research, the organizational reentrant. Involuntary turnover is defined as organization-initiated separation from the organization and voluntary turnover is defined as self-initiated separation from the organization. An organizational reentrant is an individual who returns to the same organization from which he was previously separated. Investigation of the involuntary/voluntary turnover distinction addresses a small portion of the existing turnover research gap while examination of the organizational reentrant extends management turnover research to a new domain.

Three research questions provide the basis for the study. The first research question addresses differences in the turnover of organizational entrants and reentrants. The second research question seeks to determine differences in individual and economic predictors of entrant and reentrant turnover and to confirm and identify common individual and economic predictors of involuntary and voluntary turnover. The third research question suggests examination of the use of previous work-related factors in improving the prediction of reentrant turnover. A survival analysis technique and multivariate discriminant analysis are used to investigate the three research questions.

The findings led to several important conclusions. The involuntary and voluntary turnover of reentrants is different than that of entrants; but the differences are small. Individual and economic predictors of entrant and reentrant involuntary and voluntary turnover were different, yet common involuntary and voluntary predictors were discernable. Previous work-related factors improved prediction of reentrant involuntary turnover, but failed to improve the prediction of reentrant voluntary turnover. The importance of distinguishing between the involuntary and voluntary components of turnover cannot be dismissed as a significant conclusion of this study. Several implications for management and for research are evident; and the study raises significant questions which support the perpetuation of the turnover theory/research cycle.

VALUES AND ORGANIZATIONAL BEHAVIOR: A COMPARATIVE STUDY OF JAPANESE AND AMERICAN MANAGERS OF THE JAPANESE FIRMS IN THE UNITED STATES Order No. DA8422058

ESHGHI, GOLPIRA SAIDI, PH.D. *University of Illinois at Urbana-Champaign*, 1984. 197pp. Adviser: Professor Anant R. Negandhi

The purpose of this study is to investigate cultural differences between American and Japanese managers of Japanese firms in the U.S. and the impact of cultural differences on job satisfaction, decision making styles and performance evaluation of the two groups of managers.

Specifically, the aim of the study was to investigate the validity of the following four propositions: (a) that there are significant differences between global, personal, and work organization-related values of the managers, (b) that in Japanese-owned firms in the U.S., expatriate managers will be more satisfied with their jobs than the local managers, (c) that there will be significant differences in the decision making styles of the two groups of managers and finally (d) that nationality incongruency between manager-subordinate dyads will lead to a lower performance rating of the subordinate.

The sample for this research was selected from middle and upper level managers of the Japanese-owned manufacturing firms in the United States. The choice of manufacturing firms was made to ensure a broad representation of different educational backgrounds and positions in the organization.

The analysis of the data, in general, supported propositions a, c and d. The resuls suggested that the major difference in global value orientation of Japanese and Americans was the collateralism of the former versus the individualistic orientation of the latter group. Further, the dominant mode of decision making was directive among Japanese and consultative among Americans. In addition, it was found that Japanese managers gave a lower performance rating to their American subordinates as compared to their Japanese subordinates. However, contrary to the predictions, both groups of managers were equally satisfied with their jobs.

CHIEF EXECUTIVE OFFICER COMMUNICATION IN THE AMERICAN CORPORATE ENVIRONMENT Order No. DA8421713

GRUBBS, LEAH, PH.D. *The University of Texas at Austin*, 1984. 177pp. Supervising Professor: W. J. Lord, Jr.

Chief executive officers of the largest industrial corporations in the United States participate personally in activities which they perceive to be communication functions that reach groups within the corporate environment. Furthermore, these executives seek to contact various types of audiences identified in that external environment. Relying more upon routine use of conventional oral and written communication modes than innovative application of communication media, they make little direct use of modern electronic information technology in their communication endeavors and depend upon staff assistants for assessing corporate data bases for information.

The preceding conclusions are based upon an analysis of data obtained from a mail survey of the census of the chief executive officers of the *Fortune* "500" corporations. Slightly more than 20 percent of these executives participated in the survey. Another 4 percent wrote letters stating that company policy precludes their participation in mail surveys. Standard Industry Codes of the "500" corporations were compared with those of both participating

organizations and nonparticipating firms whose executives cited policy when declining. Chi square tests for independence determined no significant differences at the .05 level. It is therefore, reasonable to assume that any effect of nonresponse bias is negligible since differences in proportions are not significant.

A five-point scale was applied for ranking the human sources contacted, activities pursued, and communication media used. Pairwise comparisons of group means were made by Fisher's (LSD) and Scheffe's procedure. Homogeneous groupings indicate that company suppliers are contacted significantly less often than other groups; professional colleagues, significantly more frequently. Participation in civic or community organizations is significantly higher than other activities. Executives engage in company advertising very little. Participation in legislative hearings and company "open house" is also low. Traveling for business purposes ranks significantly higher than any other medium of accomplishing communication in the environment. Other high-use media are talking by telephone and corresponding by letter. (Significance levels are .05 or better.)

Computing 95 percent confidence intervals reveals that 3 to 14 percent of "500" chief executives can be assumed to have an interactive terminal; some 1 to 9 percent, to use terminals for creating communications.

ORGANIZATIONAL CONFLICT: A STUDY OF RULE EMERGENCE

Order No. DA8422010

HALE, MARY ELLIS, PH.D. *University of Colorado at Boulder*, 1984. 256pp. Director: Assistant Professor Janice H. Rushing

The purpose of this study was to engage in an in-depth description and analysis of the conflict-related rules in two organizational contexts so that insight into the day-to-day communication processes which constitute organizations as cultures might be gained. Operating out of the interpretive philosophical stance of symbolic interactionism and from a rules-based theoretical perspective, the researcher used the participant observation methods of interviewing, observation, and document analysis to gather data from teachers in a public school and from group members in a high technology corporation's training team.

Building upon Harris and Cronen's theoretical model of rules analysis, the researcher identified rules and explored factors that impinged on the development of complex rules-structures in the two settings. The complex interrelatedness of conflict and rules was examined and the process of rule emergence explicated.

Based on this study the researcher found that a rules approach from a communicatively based interpretive perspective provides an effective means of gaining knowledge about organizational cultures, uncovering the complexity of communication in those cultures, and developing empirically based theory of small groups and organizations. Results indicate that, in order to uncover the complexity inherent in organizational rules-structures, researchers need to engage in longitudinal studies, examine distinctions between both implicit/explicit rules and constitutive/regulative rules, consider alternative rules-structures, and expand the present conceptualization of negative sanctions.

Results further indicate that power, leader attitude toward conflict, and the history of a group play key roles in the emergence of conflict-related rules. The data suggest that, even with knowledge of the adaptive function of conflict, organizational members tend to avoid conflict or approach conflict with ambivalence. Finally, results point up the possibility that the end result of the negotiation of conflict-related rules may be to eliminate diversity within organizations.

ORGANIZATIONAL COMPONENT INTERACTIONS AND THEIR AFFECT UPON ADAPTABILITY

Order No. DA8428653

HEITSMITH, WILLIAM RICHARD, ED.D. *University of Colorado at Boulder*, 1984. 236pp. Director: Professor M. Karl Openshaw

The purpose of this study was to determine the extent to which relationships among organizational components, expressed in terms of their congruence with one another, correlated with adaptability. To achieve this, the study endeavored to determine relationships among paired components, which of those pairs related most directly to adaptability, the relationship between the intensity and breadth of paired components and the degree of adaptability, and the combination of paired components which yielded the optimal correlation with adaptability.

An 87-item instrument was used to obtain the data necessary to attain these objectives. The management population in three divisions of a selected corporation was asked to complete the questionnaire. From the data, mean congruence scores were obtained for each pair of components and correlations were established among the pairs and between the pairs and adaptability. The results were compared across the three divisions to determine the degree to which levels of congruence and adaptability matched each other.

It was concluded that levels of adaptability did correspond with levels of congruence within the divisions studied. The division rated highest in adaptability also achieved the highest congruence rating. Similarly, the division rated lowest in adaptability had correspondingly low congruence scores. It was also concluded that with few exceptions, system-wide congruence, or the interaction of all variables with one another had a greater effect upon adaptability than did the influence of single variables.

The results of this research indicate the usefulness of diagnosing, and responding to, the extent of congruence among organizational components as a basis for improving the organization's ability to adapt and hence to become more effective.

This work also extends the research on multi-component congruence as a developmental, proactive oriented construct, an area of study heretofore largely confined to theory. Moreover, this study offers a useful tool with which to apply systems-based concepts in organization development.

CONTROL THEORY, SELF-FOCUS AND BEHAVIOR IN ORGANIZATIONS

Order No. DA8421599

HOLLENBECK, JOHN RAYMOND, PH.D. *New York University, Graduate School of Business Administration*, 1984. 248pp.

The purpose of the present research is to investigate the relationship between individual differences in self-focus and several outcomes of interest to organizational researchers and practitioners. Past research in the areas of personality and social psychology has demonstrated that self-focus is one of three "core elements" inherent in control theory models of self-regulation (Powers, 1973; Carver & Scheier, 1981), which predict and explain a wide variety of behavioral cognitive, affective and physiological reactions displayed by individuals. Specifically, high self-focus is associated with increased incidence of standard-matching behavior, heightened experiential intensity of affective and physiological stimulation, and enhanced recall of one's past behavior. Furthermore, high self-focus, when coupled with discrepancies in controlled perceptual quantities and negative outcome expectancies, is associated with increased physical and mental withdrawal from certain task situations. Although many of the above findings have been replicated several times within

laboratory contexts, the importance of individual differences in self-focus has yet to be established in any actual work context. The present study attempts to remedy this omission by employing a sample of salespersons in a large metropolitan department store and measuring each of the "core elements" inherent in control theory formulations. In general, the results of the present study are mixed. On the one hand, several hypotheses, such as those dealing with absenteeism and job involvement received no apparent support, and in fact, the variables described by control theorists were completely irrelevant to predicting the particular outcome in question. Other hypotheses, such as those dealing with future job performance and stress, also received no support, but in these cases the variables described by control theory were, at least relevant to predicting these outcomes in a main effect sense. Finally, the hypotheses dealing with, overall job satisfaction and organizational commitment found relatively strong support in this data, in that, the "core elements" were not only predictive of these outcomes, but in addition, the interactive nature of these relationships was also in evidence.

THE COMMUNICATION OF SELF THROUGH WORK: AN EXPLORATORY STUDY ON WORK AS A COMMUNICATOR OF HUMAN UNIQUENESS

HYNDS, FRANCES JANE, PH.D. *University of Southern California*, 1984. Chairman: Professor Edward M. Bodaken

No one knows the ultimate potentiality of human beings nor what people may eventually accomplish. Yet, development of that potential appears to be, at least in part, dependent on what individuals believe the nature and function of humans to be. This study examines that philosophical paradox from the pragmatic perspective of how people interact with the activity known as work.

Assuming each individual is born as a unique organism and self emerges out of social interaction with others, the study explores whether and to what extent people communicate their uniqueness through work they choose to do and seeks to learn what may be taken for granted in the making of these occupational choices. The ability of self-reflexive human beings to choose is considered a crucial factor in the construction of society.

The investigation considers concept of self, role of work as influenced by religious, political and economic occurrences, and meaning of work. Research concentrates on the experience of a small sample of Americans, graduates of the government sponsored Los Angeles Job Corps Training Center.

Inconclusive findings indicate: the way humans account for their choice of work relates to the occupational expression of their uniqueness; a correlation between persons described as inner and outer-directed, and the extent to which they communicate themselves through work, in relationship to images they hold about themselves and work. The overall conclusion is that work as a communicator of human uniqueness is an evolutionary proposition, resulting largely from development of a complex society and increased division of labor and presenting opportunities for participation in society not available to most humans in the past.

The study proposes artists, performers and writers, who have persisted in seeking opportunities to communicate their individuality through work of their choosing, may provide role models for working persons, regardless of work situation or level of achievement. Further, it recommends consideration of the instigation of a required semester course on "Exploration of Self and Work" in order to obtain a standard of general equivalency diploma from any public or private school in the United States. The purpose being to encourage diverse adaptability among young Americans much as required physical education has fostered physical fitness in the nation.

(Copies available exclusively from Micrographics Department, Doheny Library, USC, Los Angeles, CA 90089.)

THE INFORMAL LIAISON STRUCTURE IN SOCIAL NETWORKS WITHIN ORGANIZATIONS Order No. DA8500008

JOHNSON, DIANE LYNNETTE, PH.D. *University of California, Santa Barbara*, 1984. 106pp.

The present research focussed on informal liaisons within six school districts to explore the extent to which liaisons contribute to the cohesiveness of a system and the extent to which attributes of liaisons affect their ability to promote cohesion. The research was conducted using network analysis procedures.

Liaisons were classified on the basis of their centrality in the network, the strength of their ties to other network members, and their level of influence as perceived by other network members. The units of analysis were dyad members who were connected by a single path through a liaison. The level of intergroup cohesion was measured by the presence or absence of consensus on school district issues between the dyad members.

There were three main hypotheses: (1) The greater the centrality of the liaison, the more likely is *a* to be in agreement with *b*. (2) The greater the strength of ties in the liaison's relations with *a* and *b*, the more likely is *a* to be in agreement with *b*. (3) The more influential the liaison is perceived to be, the more likely is *a* to be in agreement with *b*.

In each of the hypotheses, consensus was the dependent variable; the independent variables were centrality, tie strength, and influence. Chi square was used to test statistical significance; a significance level of .05 was chosen for these tests. Gamma was used to measure the strength of these relationships.

In general, it appeared that the informal liaison structure had little effect on the level of cohesion. Only the hypothesis regarding the relationship between tie strength and consensus was supported.

The present research suggests the need for additional studies in the area. In networks where the number of individual liasons is relatively small, it appears that informal liaisions may affect communication in special or exaggerated ways. It might also be interesting to explore the liaison's effect on cohesion using another indicator than consensus or to study the liaison's effect on consensus levels over time.

AN INTRODUCTION OF THE CONSTRUCTS OF PARTICIPATORY LEADERSHIP Order No. DA8425849

JOHNSON, LEMUEL MORRIS, PH.D. *Georgia State University - College of Education*, 1984. 263pp.

This study first introduced the concept of participatory leadership as a quantifiable phenomenon within the field of general leadership. For the purposes of measuring participatory leader activity, an 80-item instrument was developed.

A series of factor analyses, discriminant analyses and multivariate analyses of variance was predominantly employed in the developmental methodology. The instrument was tested for both criterion and construct validities. Field responses were used to establish criterion validity. General leadership and personality assessment instrumentation (the LBDQ Form XII and ETS Temperament Scales) provided data by which construct validity was established.

Six factors of participatory leadership were statistically derived. A seventh factor capable of predicting leader membership in most or least participatory leader groupings was also derived. All of the

factors from which constructs were distilled demonstrated either significant between-group test strength, or predictive power, or both.

Constructs were entitled: (1) Makes Participation Intrinsically Rewarding. (2) Structures Participation Opportunities. (3) Uses Participation for Important Problems. (4) Avoids Abusing the Group to Fulfill Selfish Motives. (5) Demands High Group Performance. (6) Trusts in the Wisdom of Group Outcomes. (7) Provides a Model of Participatory Activity.

None of the seven constructs had been identified in the literature prior to the study as reliable and valid representations of uniquely participatory leader activity. The findings were determined to carry potentially powerful implications for future research in participative aspects of organizational performance, of leadership role in the organization, and of worker respones to leader and organizational requisites.

DYADIC INTERORGANIZATIONAL RELATIONS: A MALAYSIAN CASE STUDY

Order No. DA8424516

KAMSAH, MOHD FADZILAH, PH.D. *The University of Wisconsin - Madison*, 1984. 217pp. Supervisor: Professor John Fett

The increasing complexity of contemporary society has made it necessary for organizations to develop ties with other organizations to achieve mutual goals. As a consequence, researchers and practitioners alike have focused their attention on finding ways and means of improving relations between organizations. This study examines the correlates of interorganizational relations (IORs) among development agencies in Malaysia. Sixteen organizations which share a common concern for agricultural development comprised the study sample. Each of the 16 agencies in the study was combinatorially arranged with every other organization to form 120 organizational dyads.

The two dependent variables in the study were cooperation and conflict. Cooperation was measured by three indicators: resource exchange, joint programs, and information sharing. Conflict was measured by using two indicators: disagreement and incompatibility in operating philosophy.

Four groups of independent variables were included in the study. They were: (1) bases of interaction (voluntary, mandated, and personal acquaintance); (2) situational factors (agency awareness, issue dissensus, domain dissensus, and boundary permeability); (3) transaction structure (structural formalization and interaction standardization); and (4) transaction process variables (importance, communication frequency, difficulty in establishing IOR, quality of IOR, power differential, and IOR effectiveness).

The findings of the study indicate that while each of the four groups of independent variables has its own merit in explaining the processes of cooperation and conflict in interorganizational relations, there was greater explanatory power when the four groups of independent variables were combined in a single model. The study, based on empirical evidence, also suggest that the correlates of each cooperation sub-type and each conflict sub-type are different. Hence, specifying the type of cooperation and conflict being studied is a useful procedure.

COMMUNICATING WITH HUMOR: IDENTIFICATION AND ANALYSIS OF ORGANIZATIONAL SUBGROUPS AND THEIR PERSPECTIVES ON HUMOR IN THE WORK ENVIRONMENT

Order No. DA8423803

KENDALL, JULIE ELLEN, PH.D. *The University of Nebraska - Lincoln*, 1984. 295pp. Adviser: Vincent S. DiSalvo

Organizations work to socialize members, while members strive to adapt. There is necessarily a blending that occurs so that an individual, with personal goals and ambitions, can be enfolded in the organization, while simultaneously the organization achieves its goals.

Informal communication is an important and all-encompassing way to achieve both socialization and adaptation. A large portion of informal communication is composed of humorous interaction, hence many researchers point to its significance as a research area.

This study focused on identifying subgroups who were united by a shared perspective on the use of humor in their organization. Fifteen organizational members from the Heartland Chapter of the American Red Cross, Omaha, Nebraska were interviewed about their perspectives on humor at the Red Cross. Interviews were transcribed and through extensive analysis of the interview data, a 60 statement Q-deck was constructed. Thirty-three organizational members sorted the Q-deck.

Analysis of the rotated Q-factors revealed three distinct subgroups. These were labeled, the "traditionalists," the "balancers," and the "enthusiasts." The "traditionalists" strictly limit their use of humor. They believe in the conservative, traditional image of the Red Cross and do not want to use humor in any way that diminishes their idealistic image of the organization or their own professional status.

The "balancers" support the use of humor in the organization when they deem it appropriate. They are open to various functions for humor, and various topics as well. They balanced their responses to all six categories of statements. They also balanced the usefulness of using humor against its impact in the relationship. They value witty, topical, intellectual humor.

The "enthusiasts" are extremely enthusiastic about the use of humor in the organization. They wholeheartedly embrace its use with just about anybody at anytime. They are not connected in organizational relationships as closely as the "balancers" and prefer to use formula jokes rather than spontaneous humor.

ORGANIZATION THEORY AND PERFORMANCE: LAWRENCE AND LORSCH'S CONTINGENCY THEORY AND WILLIAMSON'S TRANSACTION COSTS MODEL AS CORRELATES OF ORGANIZATIONAL PERFORMANCE

Order No. DA8422021

KLEIMS, ROBERT CHRISTOPHER, PH.D. *University of Pennsylvania*, 1984. 231pp. Supervisor: Dr. William M. Evan

While theories of organization have been traditionally tested against data sets rather than against other theories, the present research was designed to test the relative efficacy of two theories vis-a-vis one another. Lawrence and Lorsch's contingency theory and Williamson's transaction costs model were selected to be compared using a common data set--the financial performance of a sample of large mutual savings banks in New York City. Based on Lawrence and Lorsch's contingency theory, it was hypothesized that greater differentiation and integration would be positively associated with performance; and based on Williamson's transaction costs model, it was hypothesized that transaction costs economizing would be positively associated with performance. Since none of the hypothesized relationships was supported, neither theory was judged better at explaining observed differences in performance. This judgement was supported by a qualitative comparison between high performing and low performing banks. Several reasons are offered to explain the negative findings: small sample size (n = 9 out of a population of 16), the issue of generalizing models of organization which are based on industrial organizations to service organizations measurement issues, and the general efficacy of the models being compared. The research highlights the present inability of organization theory to account for differences among individual organizations which face similar environments. The processes through which individual organizations endogenize their environments are relatively underdeveloped theoretically, compared to the processes through which clusters of organizations interrelate with their environments.

FORMALISMS FOR BUSINESS INFORMATION SYSTEM DEVELOPMENT

Order No. DA8424908

KOTTEMANN, JEFFREY ERNST, PH.D. *The University of Arizona*, 1984. 413pp. Director: Benn R. Konsynski

The Development Environment (DE) developed in this research includes a methodology and specification and implementation of a tool environment for Management Information Systems (IS) development. In the DE proposed, business IS development includes, and indeed hinges on, organizational modeling. Specifically, the objective and strategy, task, and agent structures are modeled and analyzed. This initial analysis uncovers incompletenesses and inconsistencies in the organizational model as well as allowing top-down prioritization of business areas for further IS development.

For information required to support decision making, various information attributes--e.g., currency--are used in modeling the information requirements. These attributes represent variables of information benefit levels to the user and of cost factors in IS development and operations. In later stages of development, these attributes serve as inference parameters that dictate system aspects such as communication architectures, database design, and process scheduling.

Information outputs are decomposed to form an information processing architecture--an architecture comprised of interlinked data and processes--that minimizes the redundancy of IS resources. A specification of computer-aided tools for this and all steps in IS development are given. Methods and tools are developed for the determination of data store contents and physical structure, information processing requirements, system input requirements, data/process distribution, and data acquisition, disposal, and information processing scheduling.

The DE developed as a part of the dissertation research attempts to draw together and extend upon many notions and methods of system development, decision support mechanisms including artificial intelligence based systems, value of information, and organizational planning and modeling, to form an integrated system development environment.

AN EMPIRICAL TEST AND EXTENSION OF THREE THEORETICAL MODELS OF THE EMPLOYEE TURNOVER PROCESS

Order No. DA8422853

LEE, THOMAS WILLIAM, PH.D. *University of Oregon*, 1984. 329pp. Adviser: Richard M. Steers

This study empirically tested the Mobley (1977) Model of Intermediate Linkages, the Mobley, Griffeth, Hand, and Meglino (1979) Expanded Model, and the Steers and Mowday (1981) Model of Voluntary Employee Turnover. Data were collected with an employee survey and from personnel records. The survey was sent to 1621 randomly selected employees from a large west coast financial institution. 445 (27%) useable surveys were returned. A check of the personal characteristics for (1) respondents versus nonrespondents in the group of 1621 and (2) respondents versus the larger population in the financial institution showed no major differences.

The data suggested the high reliability and validity of measurement and were subjected to a correlational and regression analysis. Though each model received empirical support, the results were interpreted as suggesting the very slight superiority of the Steers and Mowday (1981) model. If, however, a very intuitive and simple combination of the Mobley (1977) and Mobley et al. (1979) models is made, the models become comparable and no model is superior.

In order to improve the understanding of the employee turnover process, a hybrid model is proposed which incorporates components of the Mobley (1977), Mobley et al. (1979), and Steers and Mowday (1981) models. A re-analysis of the data and discussion of implications for the hybrid model are presented.

PRACTICES OF INTERNAL WRITTEN COMMUNICATION TRAINING PROGRAMS

Order No. DA8501321

LESLIE, SUSAN KATHERINE, PH.D. *Arizona State University*, 1984. 127pp.

A descriptive study was used to determine the administrative and the instructional practices that are used and should be used to provide internal written communication training programs for middle managers in large industries.

The population is comprised of 359 training practitioners employed by *Fortune* 500 industries and holding membership in the American Society for Training and Development. From a listing of the population members, 185 training practitioners were randomly selected to comprise the sample.

A package consisting of a validated questionnaire, a letter of transmittal, and an addressed, stamped envelope was mailed to the sample members. After three follow-up mailings, the response rate was 52 percent.

Descriptive statistics--frequency counts, percentages, and medians--were used to analyze and summarize the data.

A variety of administrative and instructional practices are used to provide internal written communication training programs for middle managers of large industries. Although a number of different practices are evident, the information provided by the majority of training practitioners suggested 14 trends about the administrative, the instructional, and the proposed instructional practices of internal written communication training programs and the professional backgrounds of the respondents.

The following conclusions were derived from these trends: (1) Organizational needs assessments are considered important in organizations; they help determine the need for internal written communication training programs and the design of course objectives. (2) The results of organizational needs assessments seem to have made internal written communication training programs necessary. Needs that were determined include clarity, conciseness, organization, and the writing of memoranda. (3) Middle managers appear to be self motivated to participate in internal written communication training programs. (4) Instructional methods that were and should be strongly emphasized in internal written communication training programs include the use of writing assignments, practice sets, group discussions, and on-the-job training. (5) Training staff members who have an undergraduate degree and have written communication training experience are considered effective. (6) Limited, formal class sessions appear to be effective for written communication training. (7) Evaluation of middle managers' performances is considered important. Training practitioners believe that follow-up procedures should be expanded to include observation, management ratings, etc.

NEEDS ASSESSMENT PRACTICES USED IN SUPERVISORY TRAINING PROGRAMS OF SELECTED FORBES 500 ORGANIZATIONS

Order No. DA8421632

MARANO, TERESA ANNE, PH.D. *The University of Toledo*, 1984. 239pp.

The purpose of the study was to survey training representatives in selected Forbes 500 organizations concerning their perceptions of needs assessment practices used to develop in-house training for first-line supervisors. From the literature review, a historical perspective of needs assessment practices, using theorists' and practitioners' works, was developed. Two pilot studies--one involving personal interviews, another involving mailings--were conducted. Two hundred of Forbes' largest employers who had at least one training representative in the 1983 *Who's Who in Training and Development* received the questionnaire. An initial mailing and two follow-ups produced a 59 percent return. Forty-seven percent of the mailed questionnaires were usable.

The findings of the study included: (1) Providing information about trainees, conducting needs assessments, and using results produced from them were activities shared among supervisors' superiors, training directors, and first-line supervisors (trainees). (2) Factors used to determine individual supervisor's need for training were lack of knowledge or lack of skill in supervisor's present performance, existence of problem situation in work unit, and recent promotion of supervisor. (3) Organizational training needs were determined as part of continuing needs assessment plans. (4) Responsibility for initiating training needs requests was placed with line and human resources management. Responsibility for distributing financial resources to conduct needs assessments was placed with division management. (5) Top ranked trainer and organization reasons *for* conducting needs assessments were: to find out what present level of supervisory performance is and why it is what it is, to obtain management commitment for training, and to find out how training can contribute to organizational profit, growth, and survival. Top ranked trainer and organization reasons *for not* conducting needs assessments were: cannot get necessary cooperation within organization, do not have enough time, and do not have finances to conduct needs assessments, and do not see value of needs assessments in conducting training. (6) All 76 methods/sources listed were used to some degree in conducting training needs assessments. In selected Forbes 500 organizations participating in the study, it was concluded the determination of training needs for first-line supervisors involved line and staff using information from several methods/sources in continuing plans to improve training.

ORGANIZATIONAL CLIMATE AND CREATIVE OUTPUT IN TWO EXCELLENT RESEARCH AND DEVELOPMENT DIVISIONS

Order No. DA8500120

PORTER, CANDICE FERN, ED.D. *University of Massachusetts*, 1984. 194pp. Director: Professor Donald Carew

Organizational climate and creative output were examined in two excellent companies. The study sought to determine the extent to which the following organizational climate measures, i.e. communications, meeting effectiveness, decision making, leadership, role clarity and standards, career development, conflict management, role conflict and overload, performance appraisal and feedback and rewards on performance contributed significantly to explain the variance of high creative output as measured by unpublished technical manuscripts, reports or talks inside or outside the organization and technical papers accepted by professional journals. The instrument used to measure organizational climate was the *Profile of Organizational Practices*. The data were obtained from 86 research and development employees, 78.5% of whom were Ph.D.'s. Generally it was found that the P.O.P. (except for the Role Conflict and Overload scale) appeared to accurately measure organizational climate. The creativity measure was generally narrow in scope, had few reference points from which to evaluate it and was subject to misinterpretation by the respondents.

Results indicated that Career Development was the only climate measure to correlate significantly with creativity. Items relating to posting of job opportunities, clear career paths for supervisees, job advancement and training were found to correlate significantly with creative output. Significant numbers of creative employees agreed that some very creative solutions came out of their groups. They did not agree that it was important to them that their organization provide them with opportunities to develop their skills and abilities.

AN INVESTIGATION OF THE EFFECTIVENESS OF QUALITY CIRCLES APPLICATIONS IN THE UNITED STATES

Order No. DA8502564

REYNOLDS, RICHARD BYRON, D.B.A. *United States International University*, 1984. 126pp. Chairperson: William Lacey

The Problem. The problem of the study was whether quality circles will work in the United States as they do in Japan. To achieve objectives of the study, answers were sought to the following: (1) In which areas of company performance have companies which use quality circles expected to achieve improvements as a result? (2) In which areas of company performance have companies which use quality circles observed improvements as a result? (3) What is the degree of correlation between reported improvements in nine business performance factors and the type and size of company, age and extent of quality circles program, and training and method of employment of facilitators?

Method. Data were obtained from questionnaires completed by 126 employees representing sixty-nine United States companies which had employed quality circles for a period of at least six months. Nine business performance factors were examined: quality, productivity, cost effectiveness, employee development, training, communication, absenteeism, turnover, and morale.

Results. The majority of the sample expected quality circles to bring improvements in quality, employee development, communication, morale, cost effectiveness and training. Improvement was observed not only in these areas, but also in productivity.

The number and magnitude of organizational improvements observed by the sample appeared to increase as quality circles were used more extensively and/or for greater periods of time. Eight statistically significant relationships between reported improvements and company or quality circles program characteristics were found.

AN ANALYSIS OF THE RELATIONSHIP BETWEEN SELECTED ORGANIZATIONAL CHARACTERISTICS AND COMMON HUMAN RESOURCE PLANNING PRACTICES

Order No. DA8423892

RIZZO, VICTOR JASPER, PH.D. *North Texas State University*, 1984. 167pp.

The purpose of the research was to test Walker's assertion that the human resource planning process of an organization is influenced by selected organizational characteristics, and to investigate Walker's typology for implementing and evaluating human resource planning systems. A total of 123 questionnaires were returned from 565 corporations addressed.

Chapter I introduces the research topic and provides a justification for the study. Chapter II describes the methodology and presents the findings. Chapter III analyzes the findings. The final chapter

summarizes the findings and offers conclusions drawn from the research.

To test Walker's assertion that human resource planning is influenced by organizational characteristics, three null hypotheses were tested. Hypothesis one states that the human resources planning practices of an organization are not related to its primary industry classification. Hypothesis two states that the human resource planning practices of an organization are not related to the number of employees of the organization. Hypothesis three states that the human resource planning practices of an organization are not related to the size of its revenue. Each hypothesis was tested using a discriminant analysis procedure with a chi-square test of significance and was rejected ($p < .10$). These findings suggest that the human resource planning practices of an organization are related to its primary industry classification, its number of employees, and the size of its annual revenue as predicted by Walker.

The second part of the research evaluated the quality and applicability of Walker's typology using factor analysis. The results support Walker's typology, although the findings question whether the four stages are as discrete as he suggests. Another weakness of his construct is its heavy emphasis on employee-centered career planning techniques in the two advanced stages.

Future investigation should expand the list of organizational characteristics that affect the selection and implementation of specific planning techniques. Techniques suited to unique industry groups should be identified.

MOVING THROUGH AND BEYOND TRANSITION: BARRIERS AND BRIDGES TO A BETTER QUALITY OF ORGANIZATIONAL LIFE

Order No. DA8421206

RUANE, PATRICIA COLLINS, ED.D. *Harvard University*, 1984. 122pp.

This paper documents and analyzes a case study of a school system during its first year of a transition characterized by major organizational restructuring and the arrival of four new top-level administrators. Questions explored include: (a) What are the issues that arise in an organization during transition? (b) How are these issues handled by senior management?

The paper highlights issues for the practitioner and suggests strategies for addressing these. This is accomplished through an integration of educational literature in organizational development, change theory and transition; business literature in organizational culture, and succession; psychological literature on the impact of storytelling; and the actual practice of a management team in an urban/suburban school system of approximately six thousand students in a Massachusetts town of fifty-five thousand residents.

A critical perspective for viewing transition has emerged through the events of the case. This perspective is culture, the set of unwritten rules that embodies the values of the organization and shapes expectations for professional and personal behavior through rituals and stories that reflect these values. The paper demonstrates how an attention to culture and deliberate use of its tools can re-establish organizational equilibrium and curb political activity. The use of an "organization as organism" metaphor provides a graphic context in which a leader can explore the salient tasks inherent in transition: (a) Conducting transformation rituals (b) Managing healing; (c) Managing change.

Methodology for the paper includes extensive documentation of all public and private meetings where transition issues were discussed. As one of the new top-level managers, the author had additional access to annotated historical records, summaries of culture workshops conducted by senior staff for middle managers, and personal notes from official celebrations. Facts of the case were verified by the former and current superintendents, chairman of the School Committee, two members of the senior management team (one newcomer, one oldtimer), a teacher, and a middle manager. Interpretations have been questioned and discussed by all of the above. As a practitioner/researcher, the author shares insights on both the challenge and opportunity of writing analytically about ongoing practice.

AN ORGANIZATIONAL LEARNING APPROACH TO GENERATING INFORMATION FOR INFORMATION SYSTEMS DEVELOPMENT

Order No. DA3428559

SALAWAY, GAIL, PH.D. *University of California, Los Angeles*, 1984. 238pp. Chair: Professor E. Burton Swanson

The information generated from interactions between users and analysts forms the basis for building information systems and is therefore a major factor affecting the success of the resulting information systems. This research investigates the effectiveness of these user/analyst interactions from the perspective of the Argyris and Schon organizational learning theory. Argyris and Schon have found that existing interactions (termed Model I) in organizations result in only limited learning--detecting and correcting errors to keep organizational performance stable within organizational norms. Thus, they propose a new type of interaction (termed Model II) to increase organizational learning and effectiveness. This type of learning occurs when organizations are able to recognize conflict within their norms and actually alter these norms, their associated strategies and assumptions. In order to help individuals and organizations move toward this new model, Argyris and Schon have developed a consultant intervention process.

This research first proposes that current information systems are developed within, and support only, the limited Model I learning process--where many assumptions, strategies, actions and problems are not surfaced or tested, so that valid information can be input into the design. In order to test this proposal, a framework for distinguishing between Model I and Model II interactions is developed. Second, this framework is used as a base to design an alternative "organizational learning" user/analyst interaction process for generating more valid information for system development. Third, a group of professional analysts and users test this new approach.

Content analysis is used to compare tape recordings of user/analyst interactions before and after the new process is taught. Results show that (1) current user/analyst interactions display primarily Model I error-prone characteristics, (2) the intervention developed was successful in training users and analysts in the new Model II based methodology, (3) the resulting user/analyst interactions display increased indicators of learning--detection and correction of errors. It is anticipated that these findings will contribute toward making information systems more effective in supporting the organizational learning and change required for success. A follow-on program of research is outlined.

EFFECT OF FACULTY PARTICIPATION IN THE DECISION MAKING PROCESS UPON PERCEPTIONS OF ORGANIZATIONAL CLIMATE AND JOB SATISFACTION

Order No. DA8429033

SMOLEN, BERNARD WILLIAM, PH.D. *University of Maryland*, 1983. 133pp. Supervisor: Dr. George F. Kramer

The purpose of this study was to determine the effects, if any, participation in the decision making process had upon the perceptions of the organizational climate and job satisfaction. Measurement instruments included the Conway adaptation of the Alutto-Belasco Decisional Participation Scale, the Institutional Functioning Inventory climate scales of Freedom, Democratic Governance and Institutional Esprit, and the Job Description Index for job satisfaction.

A total of 94 volunteer respondents who were fulltime faculty or administrators in the 18 Maryland state community/junior college departments of Health, Physical Education, Recreation and Athletics, were utilized in the study. Chi Square analysis was applied to the demographic variables and the respondents decision process of response. Analysis of variance was used to compare the data developed through the investigation. A significance level of .05 was utilized for rejection of the null hypotheses. Where significant differences occurred, the Student Newman-Keuls Post-Hoc

procedure was used to isolate where these differences occurred. Multiple regression analysis was used to analyze the relationship between the independent and dependent variables and to develop a predictive tool.

Based on the evidence provided by this investigation, the following conclusions seemed justified: (1) Individual background factors investigated by the demographic variables had no effect upon the individual's participation in the decision making process. (2) Deprivation in the decision making process was found to have an effect on the respondents holding an unfavorable view of the organizational climate at their institutions as measured by the Institutional Functioning Inventory scale of Democratic Governance. (3) The job satisfaction areas of co-workers and supervision, as measured by the Job Description Index, were found to be affected by participation in the decision process. Deprivation affected the views of the respondents in regard to their perceptions of co-workers and supervision as compared to the groups in either equilibrium or saturation. (4) The analysis of data by multiple regression developed a predictive tool. The stepwise entrance of the climate scale of Democratic Governance, job satisfaction scale of supervision and climate scale of Freedom contributed the most significantly to the equation.

AUDITING ORGANIZATIONAL COMMUNICATION: THE DEVELOPMENT OF AN INSTRUMENT FOR MEASURING INFORMATION GATHERING PROCESSES OF MANAGERS

Order No. DA8428709

STEVENS, JACKSON CHARLES, PH.D. *The Florida State University*, 1984. 201pp. Major Professor: Clarence W. Edney

The purpose of this study was to develop an instrument for measuring the information gathering processes of managers in various types of organizations.

The importance of information to organizational and individual effectiveness has been frequently noted (Roberts and O'Reilly, 1974, p. 321), and past research efforts have led to the development of instruments and procedures for measuring information processing in organizations (Brooks et al, 1979; Goldhaber, 1976). Instruments, such as the International Communication Association's ICA Communication Audit, have been used to analyze how information is processed and utilized in organizations but these instruments suffer from two key limitations in that (1) they lack a theoretical foundation, and (2) they fail to adequately address the information gathering processes.

This study built on the work of researchers who developed the earlier information processing measuring instruments but is significant in that it focuses on information *gathering* and it has a solid theoretical foundation. It is based on James G. Miller's Living Systems Theory which has been developed over the past thirty-four years and "which might become *the* theory of organizational behavior and communication" (Duncan, 1972, p. 523).

During the literature review stage of the study, it was learned that a joint University of Louisville/U.S. Army research team conducted the *LST/Battalion Studies* between 1978 and 1982 to assess "the relevance and utility of Living systems Theory (LST) for understanding and maintaining control of changing interdependent systems in the Army" (Cary et al, 1982, I-5). The LST/Battalion researchers developed extensive instrumentation for measuring system activities including both matter/energy and information processes in Army battalions. This study applied parts of the LST/Battalion Studies to a non-military organizational setting. It also set the stage for future research on the relationship between information processing and overall effectiveness.

NETWORK APPROXIMATION: DEVELOPMENT OF A COMMUNICATION NETWORK DETERMINATION METHOD

Order No. DA8503939

STEWART, WALTER TRAVIS, JR., PH.D. *Ohio University*, 1984. 136pp. Director of Dissertation: Dr. Sue DeWine

This research develops a new method for determining communication networks in organizations. This method, called network approximation, statistically samples messages from an organization's message population. Utilizing ecco analysis procedures, tracings (i.e., the pattern of interaction partners) are constructed for each message in the sample and are superimposed to produce an approximation of the organization's communication network.

A number of issues regarding the validity of network approximation are identified but only two are developed. First, principles for drawing a representative sample of messages are examined. It was hypothesized that size of organization, size of total message population, and degree of communication network structure would affect the size of sample necessary to accurately approximate a communication network. Second, a method for analyzing the large amount of data generated from applying network approximation procedures in large organizations is determined.

Monte Carlo procedures were used to test the impact of the three variables on sample size. A computer model was developed which simulated communication networks in hypothetical organizations. Data from this simulation were analyzed using product-moment correlation and multiple regression analyses.

Results demonstrated a strong, negative relationship between adequate sample size and network structure (i.e., the greater the structure, the smaller the sample required), a weak relationship between sample size and message population size, and no significant relationship with organization size. Regression analysis yielded a powerful prediction model incorporating the three independent variables. Stepwise regression procedures indicated the most powerful predictor of adequate sample size was network structure. Inclusion of the other variables in the equation improved the prediction minimally. Cross-validation demonstrated the stability of the regression model.

A computer program was written to tabulate and analyze network approximation data. The program, called Network Approximation Program (NAP), combines individual message tracings and prints out the approximated network in matrix form. NAP calculates the communication network structure from inputed tracing. Using the single-predictor regression equation, NAP estimates the appropriate sample size. NAP was tested using computer simulation data.

INTERORGANIZATIONAL ARRANGEMENT: AN ANALYSIS OF INTERAGENCY COLLABORATION AMONG PUBLIC AND PRIVATE HUMAN SERVICES ORGANIZATIONS IN THE DISTRICT OF COLUMBIA

Order No. DA8429933

TERRY, RAYMOND THEODORE, SR., PH.D. *University of Maryland*, 1983. 256pp. Supervisor: Eugene P. McLoone

Purpose. This study examined the basic patterns of interaction between independent health and related human services organizations within an inter-organizational arrangement (IOA) established for planning and implementing a collaborative health delivery system. The purpose was to determine if the following properties: (1) fixedness of the exchange process (standardization);

(2) the amount of resource investment (intensity); (3) the direction of interaction (reciprocity); and (4) the power of relationships (domain concensus) are major determinants for successful inter-organizational relationships between public and private health and related human services arrangements.

Procedures. The theoretical basis underlying the analysis conducted in this study is a paradigm developed by Intriligator to analyze inter-organizational relationships (IOR) based on the following four components: (1) organizational situations prior to IOR membership; (2) structural characteristics of IORs; (3) relational characteristics of IORs; and (4) process characteristics of IORs.

This study used a multisite qualitative analysis approach to analyze the interagency activities of one inter-organizational arrangement in which health and related human services organizations armed with their codes of behaviors and a desire to mobilize resources in an effort to provide comprehensive genetic screening and counseling services in the District.

Results. It was found that: (1) the IOA as a collective body of independent agencies/organizations served as a mechanism for interagency collaboration and cooperation, resulting in the development of complimentary goals and objectives and complimentary role expectations among human services providers within IOA; (2) representatives from member agencies/organizations should have equal voting rights in the coordination; (3) the development of interagency agreements are important for a successful collaborative service delivery system between public and private health and related human services agencies; and (4) one of the key elements for a successful IOA is the participation and support from the highest level of administrative control within the parent organizations represented in the IOA.

Implications. Planners of inter-organizational arrangements, to be successful, should be able to initiate a process allowing representatives from participating independent agencies to: (1) have equal voting rights in the coordination of the collaborative's activities; (2) allow representatives to plan and establish procedures for governing the collaborative; and (3) allow the representatives from the participating agencies/organizations role in the problem-solving activities of the collaborative. . . . (Author's abstract exceeds stipulated maximum length. Discontinued here with permission of author.) UMI

THE SMALL LANDOWNERS INCENTIVES PROGRAM: A CASE OF ORGANIZATIONAL DECISION MAKING

Order No. DA8425436

TIGHE, SCOTT STEVEN, PH.D. *Miami University*, 1984. 172pp.

This study analyzes the relevant organizational interaction among the timber industry, the amenity interests (e.g. various concerned conservation groups, such as, the Sierra Club, Izaak Walton League, Friends of the Earth, the Wilderness Society), and the Forest Service as they influenced the Congressional authorization of a small landowners incentives policy in forestry. This policy finds its genesis in Title X, sections 1001 through 1006 of the Agriculture and Consumer Protection Act of 1973, the first apparent Congressionally authorized policy dealing with private incentives for forestry since the Timber Culture Act of 1873.

The application of open-systems analysis provides the working theoretical framework for this research. Systems analysis offers an illuminating method of analysis to provide greater understanding of organizational decision making. Data is gathered from the analysis of Congressional hearings, corporate statements, trade association statements, voluntary association statements, existing statutes, and relevant periodical literature.

The data are gathered to examine the following hypotheses: (1) organizational change by the timber industry was externally induced; (2) an industry lag towards change existed until the Monongahela decision; (3) the timber industry displayed a high degree of organizational adaptability; (4) the timber industry's ability to adapt was also a function of coalignment for survival purposes.

Results of this research indicate: (1) that social pressures (i.e. from the amenity interests) have been mobilized to such a degree to force the timber subgovernment to adopt more socially palatable timber harvesting techniques; (2) that organizational coalignments have provided a viable alternative to secure survival and preserve the system; (3) that the timber industry displayed sufficient flexibility to ensure their survival; (4) how the newly initiated policies, both public and private, correlate with the wishes and interests of the timber industry and the maintaining of system equilibrium; (5) finally, how social and economic conditions precipitated a more cooperative relationship between industry, government, and conservationists to better manage our limited resources.

A COMPARATIVE STUDY OF JOB INVOLVEMENT AS A PROCESS OF EGO-SURRENDER IN AN AMERICAN AND A JAPANESE ORGANIZATION

Order No. DA8423109

TOMIOKA, AKIRA, PH.D. *City University of New York*, 1984. 174pp. Adviser: Dr. Sidney I. Lirtzman

A sample of 291 employees from two organizations, an American company and a Japanese company, was investigated in terms of the degree of job involvement. The descriptive statistics revealed that the highest score of job involvement was attained by the Japanese male managers followed by the American female managers. The lowest level was scored by the Japanese female staff employees. No significant difference in terms of the degree of job involvement was found between the American sample and the Japanese sample. The results of correlational analyses indicated that intrinsic motivation was positively correlated with job involvement as well as ego-surrender. Extrinsic motivation, in turn, was negatively related to those variables. Thus, the importance of intrinsic nature of job involvement was upheld by the entire sample and by the Japanese sample. The American sample did show a similar relationship but not at a significant level. Further, the entire sample and the Japanese sample revealed significant correlation between job involvement, ego-surrender and predictor variables, but no meaningful difference was evidenced between job involvement and ego-surrender variables in terms of its relationships with predictor variables. The results of path analyses, based upon the Japanese sample, indicated that the degree of ego-surrender was directly affected by intrinsic motivation and the ego-enhancing nature of job and organization climate variables. Thus, the original proposition that ego-surrender may be facilitated by group-oriented supportive organizational environment assumed to exist in the Japanese company was not confirmed in this research. The data showed an opposite picture. The path analyses also revealed that ego-surrender, not job involvement, was directly affected by ego-enhancing organizational variables. This implies that the construct of ego-surrender may be more indicative of a unity between a strong ego and a job affected by an ego-enhancing organizational climate. Finally, several areas in the field of job involvement were suggested for future research.

R&D EFFECTIVENESS: AN ANALYSIS OF THE INFLUENCE OF INFORMATION AND UNCERTAINTY ON TECHNICAL AND COMMERCIAL OUTCOMES OF R&D PROJECTS

Order No. DA8425407

VERDERBER, KATHLEEN S., PH.D. *University of Cincinnati*, 1984. 280pp.

This retrospective field study investigated the influence of information and uncertainty on both the technical and commercial effectiveness of 169 R&D projects from 22 large industrial firms.

This study developed known groups based on project outcomes and used this design to test three models of these influences suggested by the literature. The first model suggested independent direct effects for information and uncertainty in their influence on

effectiveness. The other two posited different interactions (congruence and deficit) between the amount of quality information and the degree of uncertainty.

Both uncertainty and information were found to influence technical and commercial effectiveness of R&D projects. Strongest support was found for the direct effect of each in its influence. When interactions were observed, the form of the interaction followed that suggested by the deficit model. Interactions in this study occurred when the joint influence of commercial uncertainty later in the project's conduct and information were examined for their influence on commercial effectiveness.

While this study was able to empirically differentiate between the technical and commercial environments facing a project during the problem-solving phase of an R&D project no relation was found between the state of the environment and initial levels of uncertainty facing the project.

The findings are discussed and several directions for future research are suggested to overcome the limitations of this study. These include the need for future research to focus attention on the internal information processing rules used by subunit in handling the information they receive and the need for future research of these processes that are conducted longitudinally. It is believed, however, that this study represents a meaningful step toward increasing our understanding of the roles of information and uncertainty in relationship to R&D project's technical and commercial effectiveness.

THE DEVELOPMENT OF A HANDBOOK FOR THE ESTABLISHMENT OF ON-SITE LITERACY PROGRAMS IN BUSINESS AND INDUSTRY

Order No. DA8501906

WAITE, PETER ARTHUR, ED.D. *Seattle University*, 1984. 256pp. Supervisor: Roy P. Wahle

This project documents the development and completion of a research-based handbook designed to assist individuals in the planning and implementation of on-site literacy programs in businesses and industries. The handbook, which is included, was completed based on a survey of existing programs, on-site visitations and a field-test of the handbook draft.

The completed handbook contains chapters on Decision-Making, Planning, Industry Assessment, Staffing, Site Selection, Student Services, Instruction Evaluation and Related Issues. Each chapter is based on the collective experience of various programs surveyed or visited. The handbook identifies the critical components which should be considered in developing an on-site literacy program. In addition it outlines specific steps which should be followed and various options which might be considered in the establishment of on-site programs.

To gather the information contained in the handbook, existing programs were surveyed to identify those components they felt were most important to the development and operation of their program. Five exemplary programs were identified for on-site visitation and interviews. A draft handbook was field-tested at two sites where businesses were beginning on-site literacy programs. Input from these programs was incorporated into the final draft of the handbook. The process document accompanying the handbook details the handbook development process.

THE COMPARISON OF THREE INSTRUCTIONAL TECHNIQUES FOR TEACHING INTERACTION MANAGEMENT SKILLS AND RHETORICAL SENSITIVITY

Order No. DA8425148

WALKER, KIM BRADLEY, PH.D. *Southern Illinois University at Carbondale*, 1984. 169pp. Major Professor: Dr. Donald MacDonald

Extensive research has demonstrated the importance of effective interpersonal communication skills to organizations. Instructional models have been developed which isolate a single component of competence to teach. This study outlines the importance of incorporating affective, cognitive, and behavioral objectives in the instruction of interpersonal competence.

Forty-three university students enrolled in interpersonal communication courses were randomly assigned to one of three instructional treatments: (a) lecture/discussion, (b) T-groups, and (c) modeling. Models were compared for effects on participant learned competence, as measured by verbal responses to situations and rhetorical sensitivity.

Tests of hypotheses suggest that: (1) there was no evidence that six hours of instruction in any of the models is more effective than no instruction on measures of rhetorical sensitivity (RSS) and verbal responses to situations (VRS); (2) there was no significant difference in modeling, lecture/discussion, or T-group methods in changing the affective levels of participants; and (3) modeling was no more effective in teaching verbal behaviors than lecture/discussion or T-group methods.

The study as limited by the size of the samples used, and the use of group mean scores on the VRS. Other limitations included the possible reactive effects of testing from a videotaped stimulus, and the problems inherent in all mediated instruction. To achieve inter-judge agreement on the VRS, raw scores were used. It was concluded that the trait of verbally responding to situations was a dynamic trait, possibly affected by administrations of the VRS instrument.

It was recommended that future experimental investigations of this type use raw data for judges' ratings of verbal respones on the VRS; and that the VRS be tested further for validly measuring verbal behaviors in contexts like those used here. Formative evaluation was recommended for all videotaped stimuli to be used as tests of competence. Recommendation was made for further testing of the three models and for diagnosis of communication competencies in the affective, cognitive, and behavioral domains.

QUALITY CIRCLE INTERVENTION: STRUCTURE, PROCESS, RESULTS

Order No. DA8421288

WOLFF, PAUL JOHN, PH.D. *University of Maryland*, 1983. 658pp. Supervisor: Dr. Edwin A. Locke

The domain of this research is a Quality Circle (QC) organizational development intervention. QC programs, establishing new structures, tasks, roles and training processes, have the potential to change patterns of authority, influence, communications, and motivation. Program objectives may range from enhanced productivity and decreased costs to employee development. A QC theory has not been developed; factors affecting success and failure have not been empirically established, nor have definitions and taxonomies. A serious time lag exists between QC adoption and evaluation stages creating the potential for serious negative consequences for the organization. This research has been initiated to overcome these problems.

Research objectives are: (1) to measure and explain changes in attitudes, behavior, and performance which may result from a QC intervention; (2) to explain the nature of goal/problem identification and solving process in group discussion; and (3) to develop suggestions for installing, monitoring and evaluating the intervention.

The format of this research is that of an exploratory, field experimental design using Participant Observer collected data. Observational, survey, and performance data was collected on a pre-post basis from three experimental and three control work sites during a 17-week QC intervention at a county government organization.

Results in affective areas were mixed, providing only limited support for the hypotheses that attitudes to the job and the organization would change. Only one group registered directional change at significant levels; this change applied to only three out of ten factor areas. Behavioral changes were more pronounced. Performance indices of efficiency, overtime, and maintenance for two QC sites showed significant improvement over the intervention, continuing for seven months afterwards. Absence rates were lower

for QC members. Supervisory ratings for QC and non-QC participants were similar. Thus, the QC program resulted in more behavioral than attitudinal changes.

Organizations implementing the QC process need to: (1) initiate pre-during-post intervention monitoring and evaluation procedures, and (2) encourage and elicit middle level, as well as first-line managerial support, to ensure propitious outcomes. QCs, if implemented slowly and carefully, operate as an applied strategic variable increasing organizational and individual effectiveness.

THE EFFECTS OF TWO ORGANIZATIONAL SOCIALIZATION STRATEGIES ON JOB SATISFACTION, GENERAL SATISFACTION, PARTICIPATION, AND WORK/FAMILY CONFLICT Order No. DA8429296

ZAHRLY, JANICE HONEA, PH.D. *The University of Florida*, 1984. 171pp. Chairman: Henry L. Tosi

The relationship of specific organizational socialization strategies to job satisfaction, general satisfaction, participation, and work/family conflict was studied in a natural field experiment. Subjects were sixty-four new employees at a manufacturing plant which was beginning operations. Half of the new employees experienced formal group socialization into the organization; the other half experienced informal individual socialization. Formal group socialization lasted from five to nine weeks, encompassed technical information as well as company policies and procedures, and occurred before employees began work. Employees who experienced informal individual socialization began work on the production floor immediately upon entry into the organization and learned on the job.

Personality and demographic measures were obtained when subjects were initially employed. These were measures of entry skill level, similar work experience, self-monitoring, and locus of control. During the first four months of work, the variety of job assignments was assessed by observation. Approximately four months after beginning work, job satisfaction, general satisfaction, participation, and work/family conflict were measured.

The mode of socialization appears to have some fairly strong effects. Those employees who were socialized by formal group methods had significantly higher job satisfaction and higher work/family conflict than employees who experienced informal individual socialization. Socialization strategy did not contribute to general satisfaction or participation.

The differential effect of socialization strategy was greatest for new employees with low job skills. Highly skilled employees were influenced slightly by the socialization strategy experienced.

Self-monitoring, the sensitivity to social cues and subsequent adjustment of self-presentation by individuals, was found to be negatively related to work/family conflict. Job variety, similar work experience, and locus of control, concomitant with socialization strategy, did not demonstrate significant relationships with job satisfaction, general satisfaction, participation, or work/family conflict.

Copies of the Dissertations may be obtained by addressing your request to:

University Microfilms International
Dissertation Copies
Post Office Box 1764
Ann Arbor, Michigan 48106

or by telephoning (toll-free) 1-800-521-3042